



MEMORANDUM FOR: Inspector General

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Revised and Expanded Staffing Complement for the  
Office of the Inspector General

REFERENCE : A. Memo for D/Pers from IG, dtd 20 Aug 75, Same Subject  
B. Memo for DCI from IG, dtd 3 Dec 75, Subj: Manpower  
Requirements of Inspection Staff

1. The proposed expansion of the Office of the Inspector General calls for an increase in the Inspection Staff from its present 5 positions to a total of 28 positions comprised of 21 professional positions and 7 clerical positions.

2. In developing a grade structure for the Inspection Staff, the Position Management and Compensation Division (PMCD) began its evaluations by examining the journeyman-level IG Inspector positions in order to determine whether the proposed GS-15 grade levels for such positions were supportable through internal and external comparisons.

3. A query to the Civil Service Commission elicited the information that there are no established IG Inspector standards and that most agencies having IG type functions use the Management Analyst standards to establish Inspector position grades. In attempting to apply these standards, PMCD found that to justify an allocation above the GS-14 level an incumbent must meet criteria far beyond that which is required of the Agency's IG Inspectors. As an example, the criteria includes such items as involvement in interdepartmental studies and formulation of policy recommendations which impact on a number of different agencies. Additional inquiries were made to the Department of Defense and the State Department to obtain comparability data on Inspector positions. The Department of Defense has, within each of the Services (Army, Air Force, etc.), IG functions which are comparable to the Agency's IG functions and are reflected at the equivalent of GS-18 level for the IG, GS-15 level for functional or program Division Chiefs, and GS-14 level for Inspectors. The Department of State has two IG organizations. One of these is directed toward the Foreign Service and uses teams of Inspectors whose position grades range upward from the equivalent of GS-13; the second is directed toward Foreign Assistance programs and has Inspectors whose positions range upward from the equivalent of GS-15. The Department advises, however, that they are presently engaged in auditing the inspector function in order to develop position standards to be used as a basis for properly grading inspection-type positions.

4. A number of internal comparisons were also made against various Agency positions which contain elements similar to those found in Inspector positions such as conducting surveys, reporting findings, recommending changes, and performing follow-up activities concerning implementation. The PMCD journeyman Position Management Officer is established at the GS-13 level with responsibility for reviewing major organizational structures and manpower utilization, recommending changes to increase effectiveness, and negotiating findings with senior Agency managers. The Director of OEE0 position has been evaluated at the GS-15 level (although initially established at the GS-16 level to give credit for establishing the program) and contains responsibility for managing a major Agency program cutting across Agency lines. The journeyman position in the Audit Staff has been established at GS-13 level with responsibility for performing surveys throughout the Agency. The DDO Plans Staff has positions established in the Analytical Group that are charged with evaluating the programs and effectiveness of DDO operations and resource allocations. These positions are established as a mix of GS-15's and GS-14's based on the incumbents' added responsibility for defending findings and recommendations in confrontation settings with senior DDO officials and the DDO. In summary, the external and internal comparisons made by PMCD appear to confirm GS-14 as the proper grade level for journeyman Inspector positions. Although the IG is entering into a new program of performing selectively tailored surveys, this fact does not impact significantly on the journeyman Inspector positions because most of the setting-up, planning, directing, and resolving problems for the survey is the responsibility of the Team Leader, not the journeyman Inspector. This also applies to the production of the final written report.

5. Although PMCD is unable to justify an allocation above the GS-14 level based on Management Analyst evaluation standards or on internal or external comparisons, it is nevertheless a fact that Agency IG Inspector positions have been allocated at the GS-15 level for many years. Additionally, since the Rockefeller Commission Report has spotlighted the activity and sparked a massive new program of selective surveys, the need for particularly well qualified employees is critical to insure that the new program is well initiated and produces a quality product. For these reasons, PMCD recommends the establishment of a mixture of nine GS-15's and five GS-14's for the expanded IG Inspection Staff, with the understanding that all positions will ultimately be reevaluated. A review for this purpose should be conducted within the next thirty months to insure that allocations are properly based upon the actual duties at that time.

6. In addition to the journeyman level functions outlined above, there are a number of responsibilities which will be assigned only to Team Leaders. These Team Leader responsibilities relate to the new survey program which will consume the bulk of the Inspection Staff's time. Although these responsibilities are not organized around functional or organizational areas, they are specific in terms of survey planning and layout, pre-survey meetings, problem liaison, report writing and allocation of written assignments, heading combined Audit/Inspection Teams, dictating changes in survey direction, and survey follow-up and compliance. Such responsibilities justify a one grade credit above that of the GS-15 journeyman level and thus would result in a GS-16 allocation for Team Leader positions. The IG proposal calls for five GS-16 Team Leader positions, a total which could accommodate both Inspection Staff officers and substantive experts on rotational assignment from within or outside the Agency. As quasi-supervisors, these Team Leaders would have a span-of-control ratio of approximately 1:3 over the remaining Inspectors, a ratio which appears valid. PMCD therefore recommends approval of the proposed establishment of five GS-16 positions in accordance with projected duties and functions, with the understanding that these positions will also be subject to review within the next thirty months.

7. The IG proposal requests the establishment of a position for Deputy Chief of the Inspection Staff at the GS-17 level. In the past this position was not required because of the limited number of officers assigned to the Staff. However, the proposed expansion calls for increasing the Inspection Staff to 21 Officer positions and also levies new requirements for the completion of highly selective and tailored surveys not previously performed. The new survey workload, the selection, prioritizing, and tailoring of surveys, and the workload allocation among the larger Staff, as well as the increased personnel management demands of the expanded Staff, justify the establishment of a Deputy position to back-up and assist the Chief, who also serves as the Deputy IG. With regard to position grade, it is PMCD's view that the position of Deputy Chief of the Inspection Staff should be allocated at the GS-17 level in view of the Deputy's supervisory responsibilities over officers at the GS-16 level.

8. A summary of PMCD's recommendations for the expanded IG

Inspection Staff is as follows:

CURRENT INSPECTION STAFF STRUCTURE

Deputy IG	GS-18
Inspector	GS-16 (2)
Secretary-Steno	GS-09
Secretary-Steno	GS-07
<u>TOTAL</u>	<u>5 Ceiling</u>

PMCD RECOMMENDED STRUCTURE

Deputy IG	GS-18
Inspector D CH	GS-17
Inspector (Leader)	GS-16 (5)
Inspector	GS-15 (9)
Inspector	GS-14 (5)
Secretary-Steno	GS-09
Secretary-Steno	GS-07 (5)
Info Control Asst	GS-07
<u>TOTAL</u>	<u>28 Ceiling</u>

9. The Chief and Officers of PMCD are available to assist in implementing the recommendations contained in this memorandum.

(SIGNED) F. W. M. JANNEY

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